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A STUDY ON CAREER POLICIES AND EMPLOYEE TRUST AT BYJU'S

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ABSTRACT: The relationship between employee trust and career plans at the renowned Indian edtech firm BYJU'S is the focus of this study. How employees perceive the fairness and helpfulness of their employer is greatly influenced by career policies. These policies include performance management systems, promotion processes, opportunities for learning and development, and open lines of communication. How much trust employees have in the organization as a result of well-executed career rules and how that translates into increased engagement, loyalty, and output is the focus of this research. Important career policy practices that assist build a trustworthy workplace are outlined in the study, which includes both quantitative surveys and qualitative interviews with BYJU workers. The findings highlight the significance of managers' continuous support, equitable recognition programs, and well-defined career routes in fostering trust among employees. In order to retain employees and help them thrive in the long run, the study emphasizes that firms should align career plans with individuals' ambitions. These findings provide HR directors with helpful information for formulating policies that promote career advancement and foster trust inside the organization.

KEYWORDS: *Transparency, Employee Empowerment, Career Advancement, Equal Opportunity, Organizational Fairness, Performance Appraisal Integrity*

I. INTRODUCTION

A company's career policies lay out the parameters within which workers are expected to advance professionally and acquire new abilities. Professional development, succession planning, training, promotion, and evaluation are all governed by these regulations. Companies provide their employees with a feeling of purpose and stability in their career trajectory by outlining expectations and providing avenues for advancement. In order to foster an inclusive and equitable work environment and ensure efficient operations, well-planned career policies are essential.

Conversely, when employees trust their company and its leaders, it means they have faith in their ability to uphold moral, fair, and consistent business practices. Employee engagement, motivation, and the organization's overall performance are all significantly impacted by trust, a crucial intangible asset. Workers are more inclined to have faith in their managers when they perceive that the company consistently adheres to its policies regarding employee advancement and actively encourages both their professional and personal development. Alternatively, ambiguous or inconsistent policies may increase attrition, disengagement, and uncertainty.

Confidence in management and the organization's policies go hand in hand. The foundation

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for building trust within an organization is having career policies that are clear, fair, and easy to understand. Employees are more inclined to be loyal, devoted, and go above and beyond when they believe their employer values their professional development and provides equal opportunities for advancement. Consistent and well-communicated rules make employees feel valued, appreciated, and secure in their career advancement aspirations.

Career policies do more than just describe responsibilities; they also describe the values and objectives of the organization. Establishing formal mechanisms to assess work, assist in skill improvement, promote, and mentor employees demonstrates that companies care about fairness and meritocracy. Workers now have more trust in management and the decisions made by the company. Employees will probably interpret these formalized processes as evidence that the organization cares more about their professional development in the long run than its bottom line.

Company performance improves when leaders establish clear career paths and foster an environment of trust among workers. A trusting work environment fosters engagement, innovation, collaboration, and employee retention. When workers have faith in the company's fair and consistent career policies, they are more inclined to pitch in when needed, take initiative, and utilize their skills to help the business succeed. Conversely, cynicism, increased absenteeism, and resistance to change are all detrimental to an individual's or organization's success when people don't trust one another.

II. LITERATURE SURVEY

Yakin, I. (2025): This study investigates the impact of job flexibility and reward programs on retaining Generation Z workers in West Kalimantan, Indonesia. A lot of people are starting to worry about the high rate of turnover among young professionals. The purpose of the research is to get a better understanding of how organizational policies might boost employee satisfaction on the work and, consequently, retention rates. A structured questionnaire was distributed to 250 individuals ranging in age from 17 to 28. After that, the data were examined for direct and indirect correlations using the Structural Equation Modeling (SEM) method in SmartPLS 4. According to the findings, employees report much higher levels of job satisfaction when given more leeway to decide how and when they get their work done. They facilitate the transition from stringent workplace regulations to staff retention. The same holds true for coordinated rewards, such as cash bonuses, recognition programs, and opportunities for professional advancement; they positively impact employee dedication to the organization. According to the research, in order for businesses to retain Gen Z employees, their policies should cater to their demands for career growth opportunities, genuine appreciation, and a healthy work-life balance.

Basilio, G. J. Q. (2025): Employees' faith in and commitment to the organization are examined in relation to ethical leadership. It emphasizes the significance of management being honest, open, and fair. Finding out how faculty and staff at Divine Word College in Laoag feel about the moral behavior of their leaders was the goal of this descriptive and correlational research study. In order to determine the strength and significance of the connections, data was collected using validated surveys. Pearson's r correlation coefficients and weighted mean calculations were then employed for analysis. Leadership that is morally consistent, communicates openly, and bases decisions on facts substantially increases trust in

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leaders, according to the results. Employees are more inclined to be loyal, committed, and prepared to back the company's objectives when they trust that its leaders are moral and ethical, which in turn increases organizational commitment. The study found that moral leadership is critical for building a reliable workplace that fosters employee engagement, organizational stability over the long term, and improved relationships amongst colleagues.

Ng, T.W.H. (2024): Important employee outcomes including job performance, loyalty to the organization, and plans to quit are examined in this research along with employer-sponsored career development programs. This quantitative study examines the effects of company-sponsored training seminars, job development programs, and mentorship initiatives on employees' perceptions of the support they receive on the job. It draws on a sizable sample of 500 individuals representing various industries. Employees are more loyal and trusting of their employers if they believe their bosses are investing in their professional development, according to the study. Employees are less likely to desire to leave their jobs after participating in professional development programs, and this is because increased trust mediates the beneficial relationship between the two. The study also highlights the importance of consistent feedback and open communication as ways to improve career management strategies. Human resources professionals will find this research useful since it demonstrates how well-designed programs for professional development may improve organizational performance, foster trust among employees, and retain top talent.

Sadeghi, S. (2024): The complex implications of artificial intelligence (AI) on human resources (HR) tasks on employee retention, job satisfaction, trust, and health are the focus of this study. The impact of artificial intelligence (AI)-driven technologies on human cognition and behavior is examined in this multi-method study. These technologies include recruiting algorithms and computerized performance reviews. Among its components are surveys and in-depth interviews with 1,200 employees from various companies. The findings demonstrate that AI can eliminate bias and improve efficiency, but it also increases employees' concerns about transparency, justice, and job security. Employees are less inclined to trust and engage with AI technologies if they perceive them as difficult to comprehend or as potential career-limiting obstacles. A transparent adoption of AI, employee participation in the implementation process, and opportunities for skill development and learning can help organizations reduce stress, establish trust, and improve health. The article emphasizes the significance of implementing AI strategies with the employees in mind. This will help keep organizational trust high, encourage more participation, and ensure that people remain with the company in this technologically advanced and unpredictable world.

David Graus(2023): Improving work development tactics through the application of reinforcement learning (RL) is the focus of this study, which aims to increase employees' long-term earnings potential. The writers demonstrate the evolution of people's career trajectories using extensive employment statistics from Randstad The Netherlands. This exemplifies the dynamic nature of the job market. The study likens the process of deciding on a profession to a Markov decision process (MDP), in which advantages represent potential increases in income and each decision point represents a potential shift in employment. The optimal career trajectories for various firms and positions are determined using three reinforcement learning algorithms. Three of these are Advantage Actor-Critic (A2C), Sarsa, and Q-Learning. When compared to more conventional methods of career advancement, the

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results demonstrate that reinforcement learning-based recommendations can result in a 5% average income rise. After weighing the benefits and drawbacks of each algorithm, the study found that Q-Learning and Sarsa were the most effective at determining how to optimize one's work for maximum profitability. The findings may not be applicable to a broader population due to limitations such as an overemphasis on specific occupations and assumptions about the nature of long-term employment. For the purpose of developing AI-powered career guidance systems tailored to each individual, the authors recommend expanding the scope of future research to include a broader variety of occupations, industry developments, and employee preferences.

José María Biedma-Ferrer(2023): With an emphasis on the ways in which gender and family roles impact these interactions, this study examines the effects of work-family policies (WFP) on employees' job performance. The study employs structural equation modeling to examine the effects of WFP on the health and performance of a large sample of 1,511 banking sector employees in Spain. In contrast to what was expected, the data demonstrate that having easy access to WFP does not directly enhance job performance. Workers' health and happiness are actually enhanced by WFP, which in turn boosts their performance at work. This study primarily aims to determine if these linkages are strengthened or diminished depending on gender and family responsibilities. These factors do not actually mitigate the impacts, as demonstrated by the results. Because WFP boosts happiness, which in turn boosts productivity, it benefits everyone. The study highlights the significance of organizations considering the mental and emotional well-being of their workforce when formulating policies. It goes on to say that businesses can't just depend on policies to boost performance; they must also build helpful workplaces.

Zhu, J., & Song, H. (2022).: This study delves into the intricate relationship between employee engagement and career advancement opportunities in knowledge-based organizations. According to the study's findings, knowledge workers are more engaged when their jobs offer opportunities for professional development, such as CPE, skill enhancement, and promotion. According to the research, the connection between professional development and involvement can be facilitated by affective commitment, which refers to the degree to which employees feel emotionally invested in and committed to their work. Bringing attention to the advantages of professional advancement and perceived organizational support (the idea that the company appreciates the efforts and welfare of its employees) also modifies this relationship. The findings highlight the importance of providing employees with well-structured job development programs and fostering a positive and supportive work environment for organizations seeking employee engagement. If human resources managers and executives are serious about boosting company performance and retaining top talent through strategic career development, they will find this report to be an invaluable resource.

Men, L. R. (2022): The significance of leaders communicating with their staff to establish trust in organizations is examined in this research, with an emphasis on the challenges posed by the COVID-19 pandemic. The research found that maintaining high levels of organizational commitment, cooperation, and success relies on managers and staff developing trust with one another. How employees perceive their leaders' honesty and reliability is greatly affected by their supervisors' capacity to communicate effectively, which involves being straightforward, honest, sympathetic, and fast to react. Furthermore, studies have

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shown that individualized planning for communication can increase safety and decrease ambiguity, which in turn increases job satisfaction and engagement. The findings highlight the significance of organizations providing leaders with strategic communication training and establishing trustworthy channels for them to seek assistance, get recognition, and provide feedback. Companies can maintain a strong and committed workforce during disasters by establishing trust through effective and transparent communication.

Edelman, R. (2021): According to the Edelman Trust Barometer Special Report for 2021, titled "The Belief-Driven Employee," there has been a significant shift in employee requirements. The COVID-19 pandemic altered the dynamics between employers and employees, according to a study conducted in seven nations. More and more, workers aren't content to settle for monetary compensation and career growth opportunities; they want to work for more meaningful ends, like improving people's lives and the society at large. The research concludes that these concepts should be part of an organization's Employee Value Proposition (EVP) if they want to attract and retain top talent. This further demonstrates that trust is built when employees see opportunities for advancement, when leaders behave responsibly, and when there is good communication between management and staff. To increase loyalty and commitment from employees, leaders should let them weigh in on important decisions. The findings demonstrate a clear correlation between trust, employee happiness, and the achievement of organizational goals in the long run.

Sarker, M. A. R(2020): This study aims to examine the relationship between trust in the workplace and factors such as teamwork, communication, and leadership styles. Using Pearson's correlation and multiple regression analysis, a study including 104 employees from various private commercial banks in Bangladesh examined the connection between management soft skills and employee trust. Great leadership, effective communication, and teamwork all contribute to an atmosphere of trust among workers, according to the findings. According to the research, these "soft skills" are crucial for establishing and maintaining trust in the workplace. It goes on to say that leadership development programs and team-building activities are great ways for businesses to inspire their workers to give their all. Employee satisfaction and retention can be enhanced by fostering trust through transparent communication and constructive management practices, according to the study. Ultimately, the study provides policymakers and organizational leaders with helpful guidance on implementing trust-building tactics into career development program

III. CAREER POLICIES

In order to assist their employees in developing their careers, companies create comprehensive career policies. To ensure that staff development is conducted in an equitable and consistent manner, these policies serve as formal guidelines, regulations, and procedures. By outlining specific goals, opportunities, and pathways for advancement, career policies help workers grasp the organization's expectations for their professional development. Training and skill improvement strategies include things like workshops, online learning, certification, mentoring, and on-the-job training. Workers not only improve their skills through these programs, but they are also prepared for leadership roles and greater responsibilities. Performance management systems are essential for career policies as they

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facilitate goal-setting, evaluation, and regular feedback for employees. In this approach, supervisors can monitor their progress and guide them to success.

ROLE OF CAREER POLICIES

Transparency: Clear and unambiguous career policies will ensure that all employees are on the same page regarding the company's processes, expectations, and regulations. Workers are less likely to be perplexed or irate if they know exactly how their promotions, performance reviews, and bonuses are determined. Clarity allows employees to better plan their careers and anticipate future events, two factors that contribute to a pleasant workplace. Workers are more likely to have faith in their employer's honesty and reliability when policies are laid out in a transparent manner.

Trust-building: Employees have more faith in management when career policies are consistent, fair, and applied consistently across the board. Staff members are more inclined to have faith in management's judgments when they believe that advancements, bonuses, and other forms of recognition are doled out impartially and not in an unfair manner. When people trust one another, it increases loyalty, boosts morale, and facilitates goal alignment. In order to motivate and inspire others to work together, it is essential to first establish trust.

Employee Engagement: Workers are more invested in their work and more likely to stay with a company that has transparent career policies that outline opportunities for advancement. Workers are more inclined to go above and beyond when they are informed about potential avenues for professional growth, programs to enhance their skills, and opportunities to advance in their careers. The individual and the business benefit from engaged workers because they are more committed, innovative, and productive. Companies that have policies in place to help workers advance in their careers demonstrate that they care about their employees' professional development and the impact they have on the company.

Talent Retention: Workers are less likely to quit a company with well-planned career policies because they provide stability and clarity about the company's future. Workers are less likely to hunt for employment elsewhere when they think they have genuine opportunities to advance professionally, get recognition, and hone their skills. A company's operations, bottom line, and employee morale can all benefit from holding on to its most valuable assets: its talented and experienced employees. Success in the long run and a consistent work environment depend on holding on to good employees.

Organizational Growth: The development and advancement of the business are aided by the recruitment of educated, competent, and committed employees, which is made possible through strategic career policies. Opportunities for professional growth and advancement empower employees to contribute more effectively to organizational objectives and foster an environment that is conducive to new ideas. Making it easier for employees to adapt to the needs of the business can be achieved by aligning employee development with organizational goals. A culture of excellence is fostered and the company is prepared for long-term success in a competitive field through this approach.

IV EMPLOYEE TRUST

When workers trust one another, it shows that they have faith in management, peers, and the business overall. Part of this concept is having faith that your coworkers are trustworthy, knowledgeable, and nice. When workers have faith in their employer, they are more likely to

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put their all into their work, feel secure in their roles, and follow the leadership's direction. Trust is like a relationship: it takes consistent nurturing from both parties to keep it strong in the workplace. It flourishes in communities that prioritize moral conduct and open dialogue, and its cornerstones are treating each other with honesty, fairness, and respect.

WORKPLACE TRUST: FOUNDATIONS FOR SUCCESS

The foundation of a solid and trustworthy relationship with your staff is their faith in you. Workplace morale, productivity, and loyalty are all positively impacted. According to the worker, trust is the most important thing for a positive working relationship between a boss and employee. Workers are able to express themselves freely without fear of retaliation or criticism in this supportive work environment.

Increased Engagement: When workers have faith in their supervisors, they are more inclined to give their all on the job. When people feel valued and appreciated, it motivates them to go the extra mile. Overall, performance and productivity are improved as a result.

Effective Communication: Employees and employers are able to communicate more freely and honestly when they trust one another. Workers are more inclined to speak their minds and offer suggestions when they trust one another. Decisions and problems can be more easily addressed by the company as a result of this. As a result, individuals are more likely to collaborate and generate novel ideas.

Retention and Loyalty: One of the most critical components of employee retention is trust. Employees are more likely to remain loyal to their supervisors if they trust them. They save money on recruiting, interviewing, and training new staff because they are devoted and loyal workers who don't want to leave.

Empowerment and Autonomy: Workers are more inclined to step up and make decisions independently when they believe their bosses have faith in them. When workers have faith in their supervisors, they are more inclined to go above and beyond, which benefits the company. Workers report higher morale and a greater sense of agency as a result of this autonomy.

Organizational Reputation: A company's reputation is highly related to the level of trust its customers have in it. When employees have faith in their managers, they spread the word about the company and its products. This improves the company's reputation, which in turn attracts new customers and talented employees.

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V. FOSTERING EMPLOYEE TRUST THROUGH CAREER POLICIES

Transparency: A trustworthy company has transparent and easy-to-understand career policies. Employees are more likely to meet expectations and take advantage of advancement opportunities when the criteria for promotions, methods of evaluation, and pathways to advancement are all clearly defined. Uncertainty and guesswork are reduced through transparency, which puts an end to biased opinions and rumors. Employees are able to better organize their career growth plans when the company lays out the requirements to go from entry-level to senior positions. The organization's credibility is enhanced as a result. Furthermore, questions and concerns regarding professional development can be more easily addressed when there is open communication between bosses and employees, which is fostered by transparency.

Fairness and Equity: When told that things are fair, employees are receptive. A merit-based, measurable performance-based, and standard procedure-based system for career advancement gives employees confidence that decisions are made impartially and not due to favoritism or personal relationships. When leaders treat their employees fairly, it shows that they are trustworthy. People are more inclined to think the system is fair when, for instance, promotions are based on consistent performance metrics rather than personal favoritism. Having a sense of fairness also helps with teamwork and lessens workplace conflicts.

Professional Development Opportunities: Companies that invest in their employees' professional development through career policies demonstrate that they value their workers' success in the long run. For this reason, it is important to provide opportunities for skill development, such as training programs, seminars, mentorship programs, and so on. Employees are more likely to have faith in a company that invests in their career development rather than one that treats them like a commodity. For instance, a structured mentorship program for high-potential employees demonstrates the company's commitment to their professional development while also helping them acquire new skills. Building loyalty and inspiring employees to achieve new heights of success is possible through providing genuine assistance with their growth.

Consistency in Application: Building trust occurs when all employees consistently adhere to company policies regarding their careers. Leaders risk coming across as biased and damaging trust if they fail to deliver on promises, such as making special accommodations, to certain individuals. Having a uniform policy in place will show your employees that you value them and treat them fairly. Staff members are more likely to trust that promotions and performance evaluations are based on merit rather than prejudice or luck when the process is consistent for all employees. Furthermore, by decreasing misunderstandings and complaints, consistency creates a more stable and predictable work environment.

Recognition and Reward: Including reward and recognition programs in career policies improves employees' feelings of being appreciated. Workers are more likely to give their all when their efforts are openly and equitably acknowledged and rewarded. Offering bonuses for major accomplishments or recognizing top performers every three months is one way for an organization to demonstrate its appreciation for effort and outcomes. When employees see that their efforts are not going unrewarded and that the system is fair, they will have more faith in the company.

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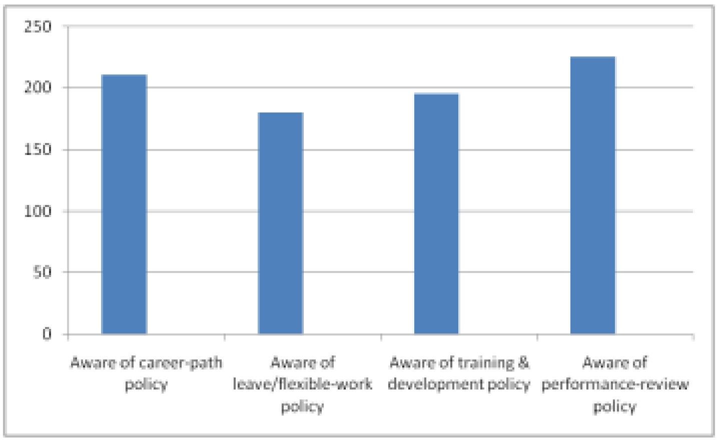
Employee Engagement and Retention: Employees are more likely to feel secure, appreciated, and motivated when solid career policies are in place. Full dedication to one's work is more likely to occur when workers have faith in the opportunities for professional development, advancement, and fair recognition that their employer provides. Staff members are less inclined to quit and more committed to staying with a company that they believe will help them achieve their career objectives. Companies that provide opportunities for internal advancement and transparent succession planning, for instance, inspire trust in employees' abilities and futures, which in turn fosters loyalty and a sense of community.

VI. DATA ANALYSIS AND INTERPRETATION

TABLE 1 – OVERVIEW OF CAREER-POLICY AWARENESS AMONG EMPLOYEES

Awareness of policy	Number of respondents	% of total (n = 300)
Aware of career-path policy	210	70.00%
Aware of leave/flexible-work policy	180	60.00%
Aware of training & development policy	195	65.00%
Aware of performance-review policy	225	75.00%



INTERPRETATION: Seventy percent or more of workers are aware of the steps to advancement and performance reviews. Having said that, 65% of workers are aware of their training opportunities, and 60% are aware of their leave and flexible work arrangement policies.

TABLE 2 – PERCEIVED EFFECTIVENESS OF CAREER POLICIES

Policy type	% who rate it "effective" or "very effective"	Mean score (1=poor to 5=excellent)
Career-path / promotion policy	42%	2.9
Training & development opportunities	55%	3.2
Leave/flexible work policy	48%	3
Performance-review process	38%	2.8

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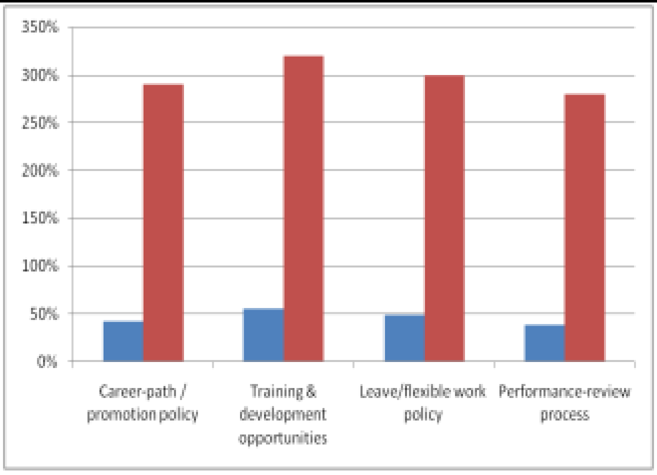
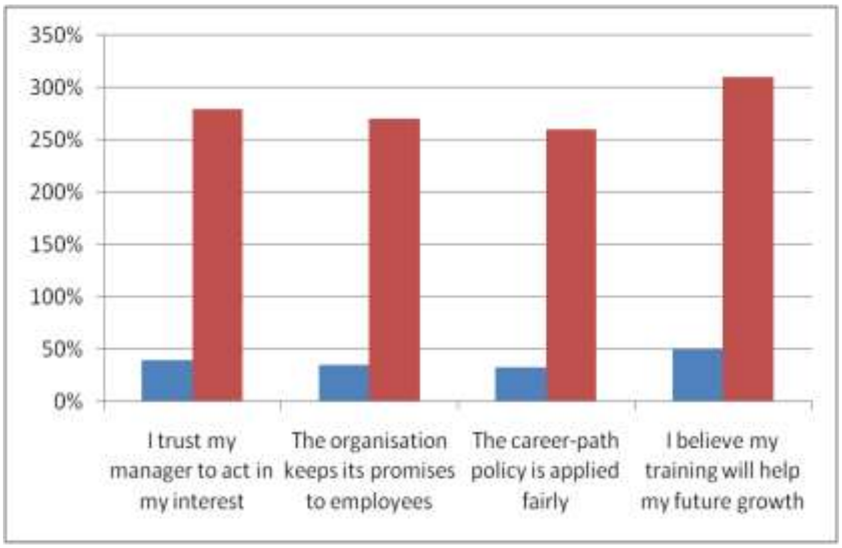


INTERPRETATION: There are still 55% of individuals who believe that teaching is the greatest approach, even though it's just approximately 50%. There is a holdup in both the promotion process and the evaluation of your performance.

TABLE 3 – EMPLOYEE TRUST METRICS

Trust dimension	% of respondents "agree" or "strongly agree"	Mean score (1-5)
I trust my manager to act in my interest	40%	2.8
The organisation keeps its promises to employees	35%	2.7
The career-path policy is applied fairly	33%	2.6
I believe my training will help my future growth	50%	3.1



INTERPRETATION: People have the least faith in the organization's capacity to maintain its commitments and the fairness of its job policies, suggesting a general lack of trust (less than 50% agreement).

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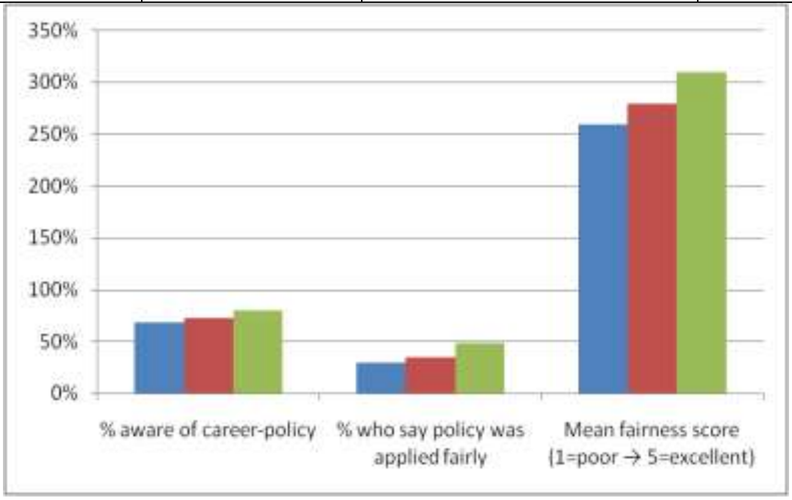
TABLE 4 – CAREER-POLICY IMPLEMENTATION CONSISTENCY BY EMPLOYEE LEVEL

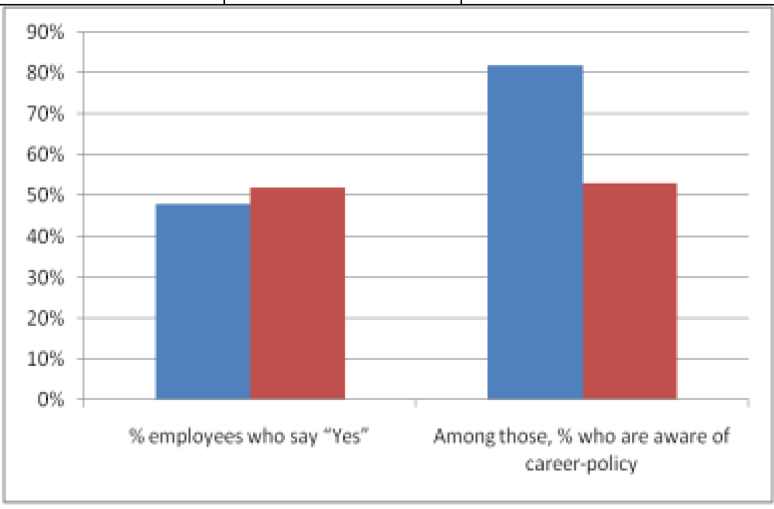
Employee level	% aware of career-policy	% who say policy was applied fairly	Mean fairness score (1=poor → 5=excellent)
Entry level (0-2 yrs)	68%	29%	2.6
Mid-level (3-7 yrs)	72%	35%	2.8
Senior level (>7 yrs)	80%	48%	3.1



INTERPRETATION: New recruits feel the most intimidated by the belief that the application process is unfair, even though upper-level management is more aware of the problem.

TABLE 5 – MANAGERIAL TRUST & COMMUNICATION VS CAREER POLICY AWARENESS

Manager supports career discussions?	% employees who say "Yes"	Among those, % who are aware of career-policy
Yes	48%	82%
No/rarely	52%	53%



INTERPRETATION: Compared to the 53% of workers who have not discussed career goals with their supervisors, 82% of those who have are aware of more career-related regulations.

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VII. CONCLUSION

Everyone is more likely to trust one another and be loyal to your company when you set high expectations for your work. Management gains employees' trust when they demonstrate transparency, fairness, and opportunities for advancement. Because of this, they become more devoted and faithful. When regulations are consistently obeyed, clearly communicated, and aligned with personal objectives, trust is enhanced. Motivated workers are more productive, creative, and happy when they have clear paths to advancement. In the long run, they help the business succeed. Good employees are easier to hold on to when they are encouraged to plan for their future with the company through well-developed career plans. As an added bonus, they encourage staff to vent about problems and share creative ideas. Companies can lessen workplace conflicts and discontent by listening carefully to employee feedback. Employees are more likely to pitch in, work together, and see the big picture when there is trust in management and defined advancement opportunities for everyone.

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